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MEMORANDUM

TO: Governor's Office

FROM: Chancellor's Office

DATE: August 3, 2012

RE: After Action Review from the State's Four-Year Public Colleges and Universities

In the event of a natural disaster or declared emergency, the primary responsibility of West Virginia's four-year public institutions is to initiate emergency plans that manage the well-being of on- and off-campus student populations; ensure that facilities meet local, state, and federal safety standards; and allow for normal educational operations to continue in a timely manner. Institutions also act as regional "hubs" in which community level disaster relief can be coordinated and facilitated. This brief report summarizes internal and external emergency response to the June 29, 2012 severe storm. The report also highlights factors that contributed to successful institutional emergency response and recommendations for meeting future emergency response needs.

On June 30, 2012, Commission staff began to contact institutional presidents regarding damage, response, and status of utilities. Once initial reports were received, Chancellor Hill requested that campuses offer assistance to local responders and serve community needs as receiving, cooling, and food and water distribution stations within their capacity. Two campuses, Concord University and the West Virginia School of Osteopathic Medicine, remained without electricity for several days and were hampered in their ability to serve as community response centers.

Notwithstanding, all institutions responded to the call from the Governor and utility companies to house utility workers who were responding to power outages. On July 3, 2012, Chancellor Hill extended this call to all campuses and more than 800 out-of-state workers were housed across the system. The Commission intends to continue to serve in this capacity and will build upon findings of this experience into plans for future events.

Institutional Response to the Emergency

Bluefield State College

After the storm, administrators were in communication with local emergency management officials. Once the administration became aware of the need for housing of out-of-state utility company personnel, Bluefield State College opened an off-campus residence facility to house utility workers during their stay in the area free of charge. Because the majority of students were not on campus at the time and minimal damage occurred to the campus infrastructure, no additional emergency actions were taken.

Concord University

Concord University was without power from June 29, 2012 through July 5, 2012. The campus was closed through July 9, 2012 allowing for staff to prepare the buildings and grounds for operation. HVAC system and food service units were checked and cleaned for resumption of normal operations.

On July 4, 2012, Appalachian Electric Power Company requested air-conditioned rooms and meals for 100 utility workers. Administrators agreed to their request if power was restored to the campus. On the morning of July 5, 2012, power was restored to most campus facilities and the institution immediately began hosting utility workers. The following day the campus began receiving food shipments and opened a cooling center for local residents. The institution also provided food, water, and ice to local residents with local fire departments traveling to the campus and delivering supplies to local residents. Concord University staff worked throughout the weekend so that the cooling center could remain open, ice could be distributed, and generators could be maintained.

Fairmont State University

The campus suffered little physical damage due to the storm and was only without power for a 48-hour period. Campus administrators and staff followed emergency procedures, ensuring that there were no injuries, generators were operational, and foodstuffs were being maintained. The incident provided administrators with the opportunity to evaluate their response efforts and update their plans.

Glenville State College

The campus sustained damage to its electrical transformer and several building roofs. Power was restored by Sunday evening, but not before over 100 high school GEAR UP camp attendees were affected by the outage prior to returning home. College staff reacted quickly ensuring that the campers were safe and had fresh meals. Transportation issues and damage in surrounding counties made reaching campus difficult for both staff and students. The local fire department and county recreation center were designated as cooling centers, and the college's athletic staff brought ice and water from the field house to both locations until more assistance arrived from outside the area.

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Monongahela Power Company requested that the campus house up to 100 out-of-state utility workers. From July 6-12, 2012, the campus housed up to 68 utility workers each evening, with the college providing workers fresh linens and toiletry items. The institution is currently reviewing its response to the storm and developing plans for improving communication with the community through developing their own radio station and posting notices throughout the area.

Marshall University

Administrators immediately initiated the institution's Incident Action Plan. Although the Huntington campus suffered minimal damage and loss of power, both the South Charleston and Point Pleasant campuses were without power and closed through July 2, 2012. Administrators worked directly with local emergency management and prepared to house those displaced by the storm. The campus housed 275 out-of-state utility workers.

Shepherd University

The Shepherd University community did not experience the same level of extreme storm damage as other parts of the state. However, the institution opened the doors of its recreation center to students, staff, faculty, and members of the local community free of charge.

West Liberty University

Institutional staff worked immediately to clean and secure debris, maintain generator power to facilities, and ensure that fire and safety precautions were being maintained during the power outage.

West Virginia School of Osteopathic Medicine

The institution was without power and water for four days, and was closed July 2-3, 2012 due to health and safety concerns. The institution provided assistance to local public safety departments through use of portable digital signs, serving as an ice and water distribution center, and allowing local residents use of shower facilities. The school's Robert C. Byrd Clinic served as a hydration center for displaced patients of the Greenbrier Valley Medical Center when its generators failed.

West Virginia State University

Campus administrators implemented the institutional emergency plan as well as the KAN Plan (Kanawha County Emergency Preparedness Plan). Administrators and staff worked directly with the office of Kanawha County Homeland Security and Emergency Management, facilitating on campus housing for 100 senior residents of the Sunbridge Nursing and Rehabilitation Center. The institution not only acted as an official cooling station for the surrounding area, but also provided family friendly entertainment in its arts center. Staff members worked diligently to prepare 6,100 beds for occupancy. Beyond nursing home residents, the campus housed 77 out-of-state utility workers, who were provided breakfast and box lunches by the campus food service vendor.

West Virginia University

West Virginia University's large programmatic footprint meant the institution was actively involved in recovery efforts across the state. On campus, administrators from various departments coordinated efforts to ensure that buildings and roadways were safe, and that

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students, staff, and faculty stayed informed through their campus communication network. Campus police coordinated with FEMA and other local emergency managers to coordinate a timely response to local and regional needs.

The football stadium and other parking lots on campus were used as FEMA distribution sites, as well as a parking and staging areas for out-of-state utility workers. Campus police provided 190 hours of security for these areas at a cost of over \$7,000. Campus housing and dining services provided residence hall rooms and food for 240 utility workers. The Center for Civic Engagement sponsored a water drive that collected over 1,000 cases of water and over \$2,000 dollars in cash donations from citizens throughout the region.

West Virginia University Healthcare was in constant communication with the Center for Threat Preparedness in the West Virginia Bureau for Public Health, ensuring that critical healthcare needs were being met throughout the state. West Virginia University Hospitals provided over 1,200 pounds of clean linens and hot food to Stonewall Jackson hospital and nursing homes throughout the area. As well as receiving two transfer patients, affiliate clinics accepted transfer/non-emergency patients in areas without power.

The 4-H Extension Service's camps and educational programs were affected throughout the state. Local agents worked diligently and creatively to overcome power outages and storm damage to ensure programs could continue; however, in some instances closures and camp rescheduling were necessary due to damages. Due to power outages and public school facility closures, the Energy Express program lost over 4,700 hours of attendance days at all of its locations. Because of on-going communication problems, it was difficult to notify families when program sites reopened. Once sites were operational, Energy Express, AmeriCorps, and Extension Service staff coordinated and led local service projects that aided in the recovery.

Key Factors in Institutional Emergency Response

Standard Operating Procedure

At many of the campuses severely affected by the storm, administrators and staff followed prepared emergency plans. Advanced planning aided in a rapid response to both on- and off-campus needs.

Communication

Clear lines of communication between institutional leaders and local emergency management personnel allowed for timely responses to mutual institutional and community needs.

Adapting

Institutions and affiliated programs and services throughout the state were severely impacted by the storm. After dealing with their primary health and safety responsibilities, institutional personnel from chancellors to extension agents looked to the surrounding community to meet unique local needs.

Generators

Institutions with existing (or access to) generators made a difference in utilizing facilities for strategic needs such as hydration and cooling centers, shower facilities, housing, and food, ice, and water distribution.

Recommendations for Future Institutional Response to Community Emergency Needs

Communication

Institutions should have on-going planning and working relationships with local emergency management officials in their area. Institutions should have an appointed representative that will make contact/or be contacted by emergency managers.

Communication between institutional leaders and utility companies was described by some as "chaotic." Having utility representatives physically present at, or tied directly into, emergency management centers could greatly improve the flow of information.

Communication plans should also be considered for situations when landline and cellular networks fail. Institutional and program leaders need to be able to deliver operating and recovery instructions in a timely manner to sites across the state.

Priority Power Restoration

West Virginia's four-year public colleges and universities should have priority behind other key government, health, and safety facilities for power restoration. These campuses not only serve dense residential populations during the academic year, but also have critical facilities that can meet the needs of large numbers of local citizens in the event of an emergency.

Generators and Fuel

Although most campuses had back-up power to support some facilities, it is clear that additional industrial grade generators are needed to supply power to additional facilities for an extended period. A one-time funding allocation could ensure that all critical campus facilities have emergency back-up power. Contracts for prepaid emergency fuel (diesel and natural gas) delivery will guarantee that generators and dining facility equipment will remain operational.

Recover Losses

After primary health, safety, and educational needs are met by institutions, campus administrators should look to their internal departments, auxiliaries, and contractors for costs associated with facility damages, delivering services to community members (food, linens, security, etc.), and general expenses associated with the emergency. Having accurate cost figures could help campuses receive reimbursements from insurance and emergency related state and federal agencies. Estimated costs could also be included in future budgets for emergency planning.

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Emergency Cooperative

As a statewide system of institutions, there should be communication between campuses within a reasonable period of time after an emergency, so that non-affected institutions could coordinate to serve others facing emergency conditions. Such a reciprocal agreement would require each campus to maintain and have readily available an inventory of equipment and supplies, and a means of transportation to send these items to a location(s) as needed.

AFTER ACTION REVIEW QUESTIONNAIRE

Agency/Commission: Bluefield State College

Project/Event: Emergency response to storm-related state of emergency

Prepared by: Dr. Thomas Blevins Date of Review: 7/24/12

In responding to the following questions, please use additional sheets as necessary.

Key Participants:

NAME	JOB TITLE	ROLE IN EMERGENCY
Gerald James	Director, Business Devel. Project BSC R&D Corp	Provide lodging for emergency response crews

Please provide a detailed summary of your Agency/Commission's role in responding to the state of emergency.

When contacted by Appalachian Power Company, Mr. James volunteered to provide lodging at the MountainView Student Residential Center for of-area power company personnel who had come to this region to help restore power to residents and businesses.

What went well and why?

(What were the successful steps taken towards achieving your objective?)

[illegible]

What can be improved and how?

(What could have been done better? What can your agency/commission do differently in similar situations in the future to ensure success? What would be your advice to future emergency response teams?)

[illegible]

AFTER ACTION REVIEW QUESTIONNAIRE

Agency/Commission: Concord University

Project/Event: Emergency response to storm-related state of emergency

Prepared by: Rick Dillon Date of Review: 08-01-2012

In responding to the following questions, please use additional sheets as necessary.

Key Participants:

NAME	JOB TITLE	ROLE IN EMERGENCY
Dr. Gregory F. Aloia Rick Dillon	President Vice President for Administration	Chief Administrator Co-Emergency Coordinator
Mark Stella Dr. Marjie Flanigan	Director of Public Safety Vice President for Student Affairs	Co- Emergency Coordinator/ Comm. Safety Student Challenges
Marshall Campbell Dr. Kendra Boggess	Director of Human Resources Vice President & Academic Dean	Employee Challenges/ Advocate Academic Challenges
Chuck Elliott Gerry VonVille	Director of I.T. Director of the Physical Plant	IT Systems & Communication Emergency Systems Management
Randy Keaton Billy Fraley Anna Hardy	Director of Dining Services Residence Hall Supervisor Student Center Director	Food Supply/ Safety Residential Student Services/ Challenges Switchboard/ Post Office Operations
Alicia Besenyi Dr. Jennifer Robinette Mr. Ted Rogers	Interim Vice President for Advancement Director of the Beckley Center Former BOG member	Internal/ External Communications All CU Operations at the Beckley location Diesel Fuel Attainment

Please provide a detailed summary of your Agency/Commission's role in responding to the state of emergency.

On a separate page.

What went well and why?

(What were the successful steps taken towards achieving your objective?)

SUCCESES	HOW TO ENSURE SUCCESS IN THE FUTURE
Quality and varied communication devices	Ways to communicate should be diverse (land lines, radios, cell phones, computers). It is difficult to determine what devices will be operational.
Frequent Team Communication	Developing a diverse team of individuals allows a system-wide approach to both the problems and possible solutions.
Diesel Delivery	Maintain a supply of diesel fuel on campus and maintain relationships with suppliers
Provide Service to the community.	Take time to listen to the needs of the surrounding communities and attempt to assist.
Work with outside agencies to provide mutual assistance.	Continue to build community partnerships.

What can be improved and how?

(What could have been done better? What can your agency/commission do differently in similar situations in the future to ensure success? What would be your advice to future emergency response teams?)

WHAT CAN BE IMPROVED	RECOMMENDATIONS
Alternative energy sources for time of crisis. Back-up powered generators.	Large generators are needed to maintain minimal living needs and are very costly. Develop a state-wide plan to provide generators to schools and hospitals.
Develop a plan of action to have diesel fuel delivered even during an emergency.	Develop a state-wide plan to provide fuel for generators to schools, hospitals and the National Guard. Make plans for these areas to be emergency shelters.
Connect back up power sources to ice machines, refrigerators, freezers, ovens and heating and air-conditioning units.	Continue to look for alternate power sources for these crucial utilities and services.

On Friday, July 29, 2012, Concord University effectively lost power to all but a few small off-campus owned properties. The University leadership called an Emergency Management Team meeting to plan for contingencies inherent in a sustained power outage.

At approximately 10:00 a.m. on Wednesday July 4, 2012, Concord received a call from AEP management asking if we could house and feed AEP employees and AEP contract personnel involved in restoring power across the State. AEP asked how many air-conditioned spaces Concord could provide beginning immediately. AEP stated they would probably require the use of the rooms through Sunday, July 8, 2012. AEP managers wanted to know if Concord could also provide one hundred employees breakfast each morning and boxed lunches to go. Concord responded we could satisfy all their requests, but only if we had power restored. Rick Dillon, Vice President for Administration, was designated the Concord contact person for both AEP management and road foremen seeking lodging for their employees. AEP management stated they would arrive on campus the following morning.

Thursday morning, July 5, AEP and other contract employees arrived and began repair work. By 3:15 p.m. the same day, AEP had completed their portion of the necessary repairs, and Concord electricians brought the University power up to almost full capacity 15 minutes later. Soon thereafter, AEP employees arrived to provide bedding and remained to set up sleeping space. No AEP employees, other than those provided for setup, arrived on campus on Thursday.

Early Friday morning (approximately 4:00 a.m.), food arrived from Aramark warehouses located in Harrisonburg Virginia. Three AEP employees were provided breakfast and a boxed lunch. Later this same day, a cooling station was set up in the Nick Rahall Technology Center for any community member seeking an air-conditioned environment and water. Three community members arrived to utilize these services on Friday. Shortly after establishing the cooling station, the Concord Emergency Management Team met again to discuss all matters relating to the current condition. The Team decided to reopen the institution Monday morning. Doing so allowed clean up and maintenance staff time to prepare the buildings and grounds for safe entry. Knowing many of our Concord community members would still be without power, we also hoped to help alleviate some of their burden by providing a comfortable environment and a place to find food, water, and ice.

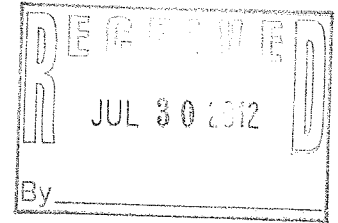
Also, beginning Friday, the Athens and Summers County Fire Departments learned Concord had power restored to campus and ice machines were working. Over the next several days, members of the aforementioned fire departments, with Concord employee assistance, shuttled ice to members of their respective communities.

Campus cleanup crews, consisting of Concord University employees, began work early Friday morning, and Concord HVAC personnel began maintenance checks on all individual room air conditioners in preparation for AEP employees arriving later Friday night. On several occasions throughout Friday, various AEP or contracted AEP foremen contacted Mr. Dillon to ask directions and receive other Concord/Athens information. By 11:00 p.m. Friday night, 10 AEP or AEP-contracted employees arrived for the evening.

On Saturday morning, 13 AEP employees received breakfast and boxed lunches, provided by the campus dining department, before departing. Later that day, AEP management contacted Mr. Dillon to explain our services would no longer be necessary, and AEP employees arrived shortly thereafter to retrieve all bedding, which had arrived on Thursday evening.

Several Concord employees worked on Saturday, July 7, 2012, as campus cleanup continued, the cooling station remained open, ice was dispensed, and diesel fuel was delivered to campus and pumped into backup generators.

AFTER ACTION REVIEW QUESTIONNAIRE



Agency/Commission: Fairmont State University and Pierpont Community & Technical College

Project/Event: Emergency response to storm-related state of emergency

Prepared by: Jack A. Clayton

Date of Review: July 20, 2012

In responding to the following questions, please use additional sheets as necessary.

Key Participants:

NAME	JOB TITLE	ROLE IN EMERGENCY
Jack Clayton	Chief of Police	Rescue, Security & Mitigation
Tom Tucker	Interim Asst. VP Facilities	Damage Assessment & Operations
Jamie Colanero	Director-Roads & Grounds	Stabilization
Cindy Curry	Director – Human Resources	Personnel

Please provide a detailed summary of your Agency/Commission's role in responding to the state of emergency.

The main Fairmont campus, as well as the satellite campuses, experienced no serious damage as a result of the storm. What little damage there was consisted of small, downed tree limbs, minor overflow at some storm drains, and electrical power interruptions. Power on the main campus and most satellite locations never failed, however, electrical service was out in the Braxton and Lewis County campuses for approximately 48 hours. Our role consisted of making inspections of the various physical facilities to determine if any had sustained damage as well as checking the well-being of persons on campus. Upon determining that no significant damage had occurred and that there were no reports of personal injuries, contingency plans were made in the event that electrical service would be interrupted and/or gasoline became unavailable. Foodstuffs were consolidated in freezers that could be powered by emergency generators in the event of a power failure due to damage the power grid had experienced.

What went well and why?

(What were the successful steps taken towards achieving your objective?)

SUCESSES	HOW TO ENSURE SUCCESS IN THE FUTURE
Good coordination among physical plant and public safety staff with completing a damage assessment immediately after storm.	Assure that staff members are aware of their responsibilities during emergency events & have a good communications system in place.
While electrical power was never lost, developing a contingency plan in the event there was a power outage due to storm damage	Have standing emergency plans in place as well as the ability to plan and adapt to changing situations.

What can be improved and how?

(What could have been done better? What can your agency/commission do differently in similar situations in the future to ensure success? What would be your advice to future emergency response teams?)

WHAT CAN BE IMPROVED	RECOMMENDATIONS
Planning for emergency events	Even with plans in place, events such as this storm provide an opportunity to evaluate & improve emergency action plans.
Communications with utility companies & public safety agencies	Communications between utility companies and public safety agencies were chaotic. Each utility company having a representative present in each emergency operations center would have been helpful.